

A Work Project, presented as part of the requirements for the award of a Master's degree in Management from the Nova School of Business and Economics.

How to attract a senior manager to the aquaculture sector in Setubal using the VCW

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“How to attract a senior manager to the aquaculture sector in Setubal”

Abstract

This case study illustrates the application of the Value Creation Wheel - VCW - to Esteiros do Sado, a non-active aquaculture company based in Setubal, that aims to start activity at the end of the year 2020 in the marine farming of Oysters and Clams.

The VCW were applied to the first challenge faced by the company: “How to attract a senior manager to the aquaculture sector in Setubal?”, however, after the beginning of the VCW method application, we realized that the best way to answer this question is to ask another question before: “How can a senior manager be found?”.

By applying the VCW, to the previous challenge, we were able to identify four possible ways and sources to find the Senior Manager.

This case highlights the main challenges when attracting senior manager, and the procedure to be taken in the future.

Key Words: VCW, Esteiros do Sado, aquaculture, Oysters and Clams, senior manager, attract, find, challenge

Chapter I: Literature Review and Background

Literature Review

The classical definition of the concept value has been introduced by Adam Smith (1723–1790) in terms of value of use and value of exchange, he explained “ *The word value is to be observed, has two different meanings, and sometimes expresses the utility of some particular object, and sometimes the power of purchasing other goods which the possession of that object conveys. The one may be called ‘value in use’ the other, ‘value of exchange’* ” (Smith, 1776, p.42). Porter (1985) highlighted the value chain framework at the organization level, by addressing the firm different activities. The value chain presents the total value of the company activities depending on its ability to differentiate itself compared to competitors, in other words, the firm ability to provide better service with the lowest cost.

Followed by Bowman and Ambrosini (2000), adopted the classical definition of the concept value, appropriately, refer that value creation is subjectively executed by the user (e.g., society, organization, or individual), depending on the person’s willingness to exchange value.

After 20 years of research and cooperation with academics and companies all over the world, a new framework was introduced in 2016, the Value Creation Wheel, developed by Professor Luis Filipe Lages. The VCW is a problem-solving meta-framework that cross different fields, to deal with a range of complex challenges by discovering, creating, validating, capturing and consolidating value. This framework has been used to solve several challenges faced by large firms (e.g., Santander, Airbus, Mastercard), business groups (e.g., Jeronimo Martins), as well as start-ups, franchises, government entities (e.g., Lisbon), NGOs (e.g., ReFood), associations, schools, universities, and even individuals (Lages, 2016).

Problem complexity, lack of innovation or creativity, the number of possible solutions, uncertainty, information overload, or absence of support are the reasons to make the Key Decision Makers (KDM) doubting or hesitating in taking the next action. KDMs are often facing enormous challenges which are complex to deal with, due to the reasons listed above. Paulo Malta (2016) an innovation expert, said, *“Nowadays, organizations have lots of good ideas or initiatives, but they do not have the resources to pursue all of them. Having a clear, transparent, and collaborative process for choosing the right actions is crucial for the success of the innovation initiatives. When looking for solutions to address this problem, I came across the VCW framework that incorporates an excellent decision-making process, which allows an informed decision by the decision-maker with transparent and clear reasoning for the decision.”*. (Malta, 2016). as defined by Paulo, VCW is the solution for the KDM since it helps organizations or individuals to anticipate and evaluate any problems and offers clear reasoning to make the optimal decision.

The VCW is an innovative meta-framework that supports challenges, that could be of any kind. It helps companies to achieve goals, for instance, to increase productivity, minimize the risk, deal with the vast amount of information, or to become more innovative while keeping control over the company.

VCW offers several advantages to users. First, it is a flexible meta-framework that can be adapted to a wide range of situations. Second, refusing to the actual ecosystem from a business point of view, the VCW is steady, well organized, and controllable by distinct entities. Furthermore, to forecast a system that uses not only brainstorming but also other methods that are giving mainly the same outcome and results.

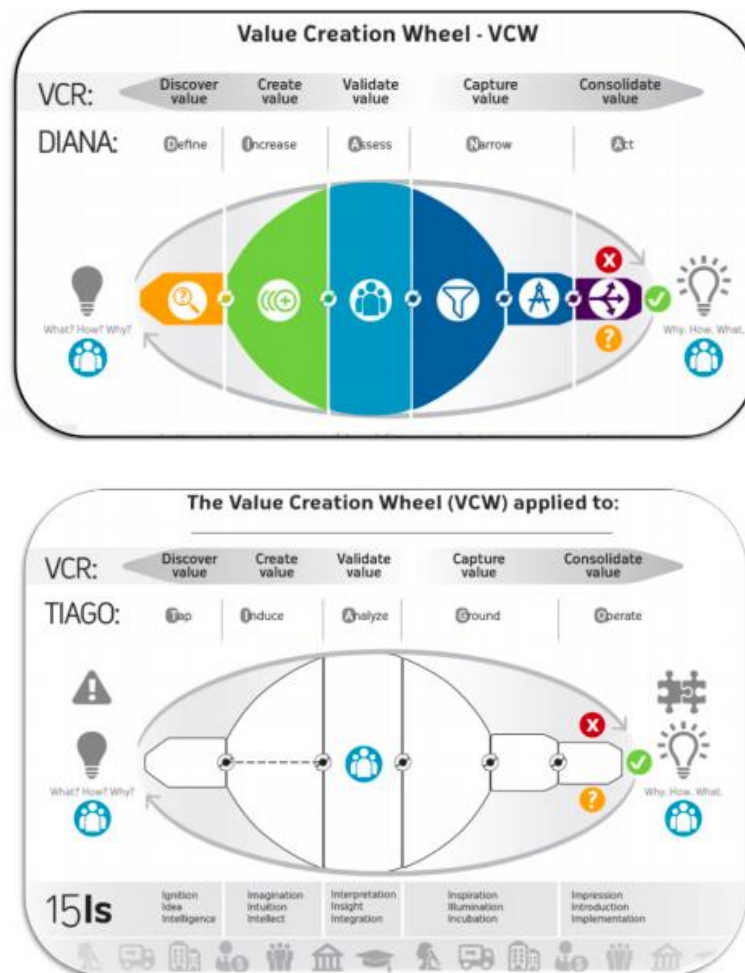
Referring to the article *“VCW—Value Creation Wheel: Innovation, technology, business, and society”* we can distinguish between two main pillars. First, VCW is a meta-framework helps to create value by sharing different ideas and interact with each other, since it involves the participation of all the stakeholders (e.g., suppliers, customers, employees). Second, VCW is an

innovative method that helps users to collect the maximum number of possible solutions and filters, it is an excellent method to improve value.

The VCW is composed of two major components: the DIANA theoretical framework and TIAGO is an applied tool to customize solutions and implement the DIANA framework.

The first component DIANA, an acronym of Define, Increase, Assess, Narrow, and Act, which outlines the five phases that the method should use to achieve challenges. The practical tool TIAGO, which stands for Tap, Induce, Analyse, Ground, and Operate, which allows throughout it is five phases the implementation of the theoretical framework. The two components are essential for the execution of the method, as it offers an adjustable solution to every problem. The combination of both DIANA and TIAGO ingredients presents a wide range of solutions that respond to all kinds of challenges or problems. (see Figure I) (Lages, 2016)

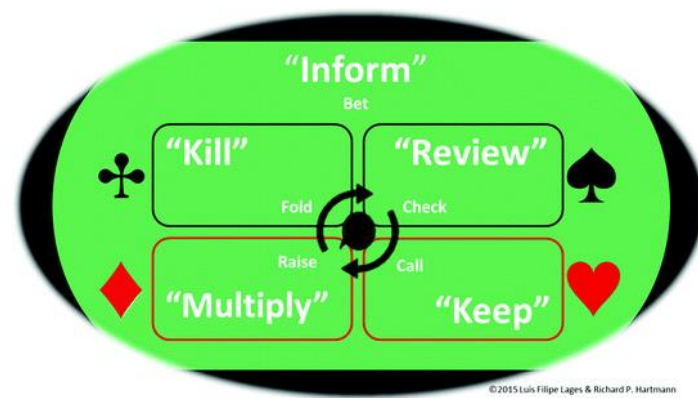
Figure I: DIANA and TIAGO frameworks



Source: **Lages, Luis F.** 2016. "VCW – Value Creation Wheel: Innovation, technology, business, and society", Journal of Business Research

Besides, that the VCW present a significant advantage compared to other methods, the VCW can also complete and not compete with other tools such as SWOT analysis, Porter 5 Forces, and PESTEL, also it can be combinable with the POKER method tool, which is developed by Luis Filipe Lages and Hartman in 2015 at the VCW hub, it consists of choosing for each solution and filters if it should be kept, multiplied, killed or reviewed. The POKER method helps us to classify and rank the importance of each solution and criteria; moreover, the POKER method could be used in the different 5 phases of the VCW. (see Figure II) (Lages, 2015)

Figure II: The POKER method



Source: **Lages, and Hartman** 2015

Background

A senior manager is a person who is responsible for the overall activities of the company, his objective is to maximize productivity, performance, and the efficiency of the organization, by

ensuring that all operation is smoothly performed. Moreover, a senior manager's role is to plan, implement, monitor and control the overall operations of the company.

Recruit the right person into a company from the beginning makes the business more profitable, effective, and productive, as sustainability must be kept within the entity. For this, the first human resource draft must be well set and appropriately done. This project aims to solve the challenge of Esteiros do Sado, a non-active aquaculture company specialized in the production of oysters and clams; based in Setubal, of attracting a senior manager, and therefore will manage the overall operations, as a part of Esteiros do Sado.

As the challenge that we introduce to deal with to attract a senior manager to the aquaculture sector in Setubal, it becomes necessary to understand the development of Oysters and Clams production in Portugal. It is believed that the aquaculture was popularized by the Romans. Using simple techniques they developed marine farming, by combining fish collection with salt production. Back to the 19th century, where the Portuguese aquaculture sector started a new activity, the production of oysters and clams, since then it is playing an important role in the Portuguese economy. When the oysters and clams farming began in Sétubal, the exploitation was not well organized, it was more natural deposits.

This activity was discovered by the French ships by the end of the 19th century, from there came the idea to import the Portuguese oysters and clams into the French Atlantic basins in order to repopulate their fishponds affected by epidemics. However, at the beginning of the 20th century, the French production becomes self-sufficient, hence french oysters farmers stop importing from Portugal.

Starting from the 90s, the interest of the French for the Portuguese waters, rich in seedling, developed. The production started officially in Aveiro, then it expanded to Algarve in Alvor, Cacela Velha, and Tavira.

The specificities of the water in terms of temperature and luminosity also adding a good climate are factors that helped the production and intensified it from accelerated growth of the bivalves, making very interesting their implantation on our coasts. But these farms are only livestock farms, Portugal does not have nurseries. The oysters that grew there are brought directly from French livestock. They arrive in Portugal on supports that are directly fixed on these farms. They are then arranged in pockets which themselves are fixed on tables.

The consumption of oysters in Portugal is not that developed, even though tourists are tempted to try this kind of food culture but it is still not included in the local habits for the local Portuguese population. Much more oriented towards fish (cod and sardines) and crustaceans (shrimps). 98% of the production is therefore re-exported for the benefit of the basins of origin of the Aquitaine coast. However, Portuguese farmers are starting to believe that with the huge flow and new trend of tourists visiting their countries, the consumption of oysters will increase especially with the number of French people coming to live here.

The Esteiros do Sado project is very important for the Portuguese farming-related economy, expanding its exploitation highlighting the value of the Portuguese maritime area which represents 97% of the total area of the country. Oyster and carpet shells farming in Setubal generally use traditional methods such as labor-intensive tasks, however, Esteiros do Sado will use new technologies and innovation that will assure its competitiveness in the dynamic market, improve the working conditions and providing better product quality to its customers.

Chapter II: Application of the VCW into the aquaculture sector: the case of Esteiros do Sado

Context and Company background

Esteiros do Sado is a non-active company in the aquaculture sector in the Mare Clausum and Isabelinha facilities based in Setubal, more precisely in Faralhão. The venue is surrounded by two streams of freshwater Trickster Dam in the south, and Maria Mansa Dam in the north, the overall area, is made up of old saltwater, mostly transformed into a fish farm. The strategic location and the reliable ecological characteristics present significant advantages for the intention of the company and its investors. Esteiros do Sado has a license for the aquaculture exploitation in a location considered as a privilege, which presents a high potential for the company. (see Figure III)

The sea bream and bass production have experienced significant growth in the Mediterranean countries such as France, resulting in a dramatic decrease in the market price in recent years, which makes the production of these two species economically infeasible in Setubal due to the high production cost.

Moreover, the french market is considered as a non-constant market in the production of oysters and clams due to the pathological issues, which make France becoming the largest importer of the Portuguese oyster. For both arguments, Esteiros do Sado company will focus mainly on the farming of oysters and clams, due to its carbon capturing properties and water purifying. However, the clams farming activity is more interesting, it will present 80% of the company' total production and it will be mainly traded in Portugal and Spain, due to its high demand and low production costs, since they are filter-feeders species, yet, the remaining 20% are the oysters production, which will be exported to France and Belgium.

Figure III: Mare Clausum and Isabelinha facilities



Source: Esteiros do Sado

It is worldwide known that the company real success is generally coming from the way to manage, handle and forecast the right actions that will lead to that business growth and efficiency. An adequate person in a suitable position is the key factor that makes the difference from one company to another. Following the same reasoning, the choice of the proper person into a company from the beginning makes the business more profitable, effective and productive.

With the main objective of farming oysters and clams, Esteiros do Sado is looking for a qualified senior manager to plan and direct the work, which will allow the company to differentiate itself from its existing competitors.

In this context, the VCW method can provide a concrete solution to the main challenge that helps to make effective and efficient decisions to embrace the designed project.

During the last five years, several projects of different size (EU, Horizon 2020, and ESA), has been supported by the VCW method using the DIANA and TIAGO frameworks (Lagos, 2016). Completely fascinated by the results offered by the VCW, the problem-solving meta-framework, the entrepreneurs Henrique Simas and Miguel Simas, founders of Esteiros do Sado decided to use the VCW method to find the optimal and adaptable solution to their startup challenge. To overcome their doubts, Henrique and Miguel get into contact with professor Luis Filipe Lages, founder of the VCW hub at Nova SBE in Carcavelos, Portugal. As a tool to start the project effectively and find the optimal solution for the main problem, the Simas brothers decided to adapt the VCW method into the Esteiros do Sado project, after several conversations, and analyzing the impact of the VCW on the project.

Project Goals

The main objective of the Esteiros do Sado project, is to start operations at the beginning of 2020. According to the Business Plan, the return on investment will take three years. The company is expected to make a 1.2 million profit each year.

Referring to the VCW application, the common objective was set as: “How to attract a senior project manager to the aquaculture sector in Setúbal?”

A set of steps should be followed in order to have the answer to the question asked above.

Phase 1) Discover Value (TAP) - Characterizing Esteiros do Sado, the market and the challenge

The first phase of the VCW sprint method was done at the VCW hub at Nova SBE in Carcavelos. When Mr. Henrique Simas decided to visit the center and present his problematic to Luis Filipe Lages and his team. At the beginning of the meeting, Henrique Simas shared the challenge faced. The main problem was “How to attract a senior project manager to the aquaculture sector in

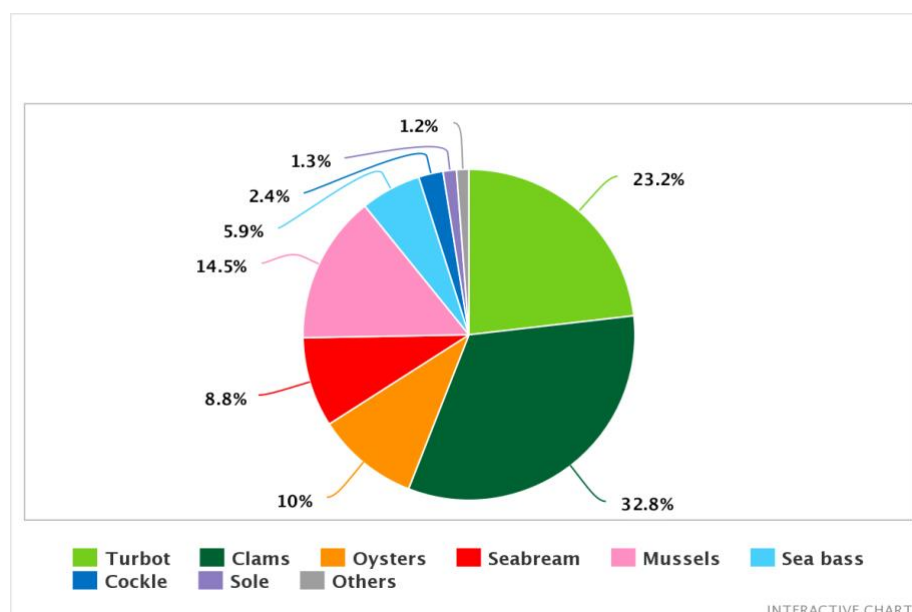
Sétubal?”, this phase consists to define the context and background of the internal and external aspect to better understand the market (the aquaculture sector in Sétubal and Portugal in general), the product (oysters and clams production), and the available resources (team, and the know-how of each member). To properly solve this challenge, a study of the company's internal and external needs, in which stakeholders participated and Mr. Henrique helped as a founder and responsible for the overall project.

Esteiros do Sado is a non-active company, which will operate in aquaculture sector in the marine farming of Oysters and Clams in Setubal, they will base their operations in 80% in Clams production which will be supplied in Portugal and Spain, and 20% in Oysters production which will be 100% exported to France, Belgium, and Spain.

To start operating Esteiros do Sado will need machines, and new equipment, which will cost approximately €2 Million, that should be carried out between 2020 and 2022, from the investors.

After analyzing the internal needs of the company, an external analyze was also important, to understand the macro environment of the sector. Marine farming in Portugal is well diversified.

Figure IV: Composition of the aquaculture production in Portugal, in 2017



Source: INE/DGRM, 2019

In 2017, the production of Clams represents 32.8% of the overall aquaculture production in both brackish and marine waters, however, the production of Oysters is 10%. This highlights the importance of the production of both species in Portugal.

Due to the over-exploitation of fish stock, marine farming plays more and more important role in universal seafood production. The Portuguese production exceeds half of all the seafood global consumption, that is why is considered a strategic sector.

According to the “National Strategy for the Sea (2013-2020)”, the aquaculture sector will achieve the “Blue growth”. Moreover, by 2023, the Portuguese marine production will increase and achieve 25,000 tones, according to the “Strategic Plan for Portuguese Aquaculture (2013-2020)”.

Since the aquaculture sector is booming, the number of marine farming companies will intensively increase, as well. There is no explicit reason why Esteiros do Sado has difficulty to attract a senior manager to the company. Nevertheless, there are some reasons that will lead to this challenge.

First, the increase in the number of companies in the aquaculture sector will increase the job offers in the sector, for the same profile that Esteiros do sado is looking for. Moreover, for the same profile companies are willing to pay more than Esteiros do sado do.

After analyzing both the internal and external environment of the company, we can now start the application of the VCW to our main challenge.

Phase 2) Create Value (INDUCE) - Ideas and Filters Generation:

The second stage was done during the second meeting, at Nova SBE, after defining the problematic, each team member was invited to participate in the brainwriting exercise in order to collect as many ideas and criteria as possible. The second phase is composed of two complementary steps, the first one is to generate ideas to answer to the defined problem, then create filters to select the solutions. In this level, the stakeholders’ participation was very important. To collect the highest possible number of feasible solutions and relevant filters, Henrique Simas, contacted some stakeholders - i.e., Raquel Vilaça an economist, Isidro a specialist, his son Vasco, and her wife to collect their

input. This way diversification was guaranteed. The wide range of potential solutions and relevant filters collected from the stakeholders helped the participants to identify and analyze new ideas that could be left unconsidered. The potential ideas and criteria generated by the participant, with the recommendations coming from the stakeholders and with the help of Mr. Henrique, increased the number of the relevant solutions and filters. The number of feasible solutions and criteria for the challenge “How can a senior manager be found?” achieved were respectively 30 and 10 (see Appendix I & II).

Phase 3) Validate Value (ANALYZE) - Selection of Solutions and Filters, and Ranking

During this stage, the participation of the Key Decision Maker was crucial, with the help of other participants, Mr. Henrique was asked to analyze every single solution and criteria. To execute this stage, the POKER method was used. Poker method is a way to make the feedback more effective, it consists on focusing and analyzing each possible solution and criteria, and this by deciding which of the 4 options to choose: Keep (take the idea as potential solution), Multiply (build up this idea to increase its potential), Review (Redefine or reconsider the idea to improve it), or Kill (Not considering the idea as a potential solution). After analyzing each of the proposed ideas and filters, Mr. Henrique with the help of his wife and other participants has to rank the selected filters according to its importance. At this stage, the number of selected solutions and criteria were shortened to 15 & 6. (See Appendix III)

Phase 4) Capture Value (GROUND) - Identification of the final solutions

During the fourth stage, all the selected solutions will be filtered through the value creation funnel (VCF) of ranking criteria. The VCF helps to eliminate the useless solutions, the ones that do not correlate with the filters should be removed from the list of potential solutions. The filters should be applied with respect to the ranking identified in the third stage, starting from the most to the less relevant.

During the application of the VCF, a big challenge was faced.

This method cannot be applied in every case, and this has been confirmed during our analysis, as one limit of the VCW appeared when trying to apply it to our main challenge. The VCW method cannot be a solution to every problem, and this project is the best example to confirm this hypothesis.

With the help and the know-how of Professor Carlos, we figured out that the filters are not suited to the proposed solutions. Based on the findings, we tried to find other filters that could be relevant and more proper to this case, but in vain. There are no criteria for our solutions.

So, in this case, the VCW could not be applied to find the most relevant solution to our main issue. After brainstorming and analyzing the outcomes of the VCW application, we figured out that the best way to answer this question is to ask another question before.

Which is “How can a senior manager be found?”

The VCF was carefully carried, at the end of the funnels, the final optimal solution for the first challenge was: “The profile of the adequate senior project manager will be carefully singled out through job portals posts, visit local associations and organizations specialized on the aquaculture sector, ask recommendations of experts in the field, and interviews.” Concerning the main challenge: “How to attract a senior project manager to the aquaculture sector in Sétubal?”, this problem will be addressed during the interviews by stating all the job benefits. After having set the prototype for the challenges, it is time to establish the plan of action for the implementation. (See Appendix IV)

After the application of the VCF, we achieved three optimal solutions to be implemented. The ideas are: make a post to free job posting site, visit local associations and organizations specialized on specific-sector, have the recommendations of experts in the field, and make interviews. Ideally, after the implementation, these ideas enable Esteiros do Sado to reach 20 candidates. The job posting will consist in preparing job descriptions, job requirements, the company description and

benefits, and the application procedure. The job posting will welcome everyone that is interested in the opportunity. Moreover, recommendations of experts in the field will be asked by spreading the word in the market, ask friends and acquaintances, contact mutual connections asking for help.

This will be the best way to reach the best profiles to Esteiros do Sado. As a next step, interviews will take place at the end of 2020, with the participation of the shareholders, which will help Mr. Henrique to find the best candidate. The final idea is attract the best profile to Esteiros do Sado, and this will be executed during the interviews by setting all the job benefits.

The free job portals platforms where Esteiros do Sado will post are Net Empregos, SAPO Emprego, Expresso Emprego, and LinkedIn. Moreover, recommendations from friends and acquaintances (e.g., Professors at universities) will be asked, and this by spreading the word out. Some visits of local associations and organizations on the specific-industry will be conducted: the “*Portuguese Institute for Sea and Atmosphere*” (IPMA), the “*Direcção-Geral de Alimentação e Veterinária*” (DGAV), and the “*Portuguese aquaculture association*” (APA).

Phase 5) Consolidate Value (OPERATE) - Implementing the solutions achieved (3M Method)

To better emphasize these ideas we have developed the 3M's - Men, Minute, and Money (see Appendix V). The **Men** will be composed by three teams. First, Maria Leanz, Mr. Henrique's daughter, a marketing specialist, will prepare the job description and make the job posting on the proposed job portals, letting the interested candidates know about the job opportunity. Then, Mr. Henrique and his son Vasco will spread the word, ask for recommendations from experts in the field, and visit the local organizations and association specialized on this sector. Finally, once Esteiros do Sado will have candidates interested by the offer, Henrique, the shareholders (Miguel and Francisco) and Vasco, will be assigned to make the interviews and select the best profiles, and attract the candidates by setting all the job benefits.

The **Minute** will consist of a timeline for the different tasks that should be well implemented, to obtain the desired result. The main activities to be performed are: spread the word, prepare the job description, make the posts in the free job portals, make the interview, select and attract the best candidate, and welcome the Senior Manager to the company. The timeline of these activities are detailed below (see Appendix VI).

Money is the last M in 3M's framework. Since the implementation of these ideas will be performed by the Siman family, through the free job posting, Esteiros do Sado will not spend money on the implementation.

With the implementation of these ideas, Esteiros do Sado will be able to identify the adequate senior manager. However the company may not start activity at the end of the year 2020, this will depend on the climate, the timeline was made under the assumption that Esteiros do Sado will start activity at the end of the year 2020.

Learning outcomes

Through the application of the VCW to Esteiros do Sado, we were able to figure out that this method can not be applied to every case. This has been confirmed during the analysis as we faced one limit of the method. It appeared when we tried to apply the method to our initial main challenge.

While applying the VCW, the communication between the board of directors and the team should be continual, open, and all the details should be shared between the two parties.

Sometimes, a wrong question can be asked or maybe a previous step might be missed.

The main challenge of this project was: "Where can a senior manager be found?"

The solutions reached will help Esteiros do Sado to gain control over the business. Now, they are able to identify the men power to reach skilled managers, they have a well-defined step for the recruitment process, and are able to create better relationships with them. This will allow the company to be more efficient and have a clear set of actions.

Moreover, these optimal solutions will help Esteiros do Sado to be more clear and organized, which can be a competitive advantage for the company, as it provides more visualization of impact.

We also learned the important role of the Oysters and Clams production in the Portuguese economic activities, as well as the importance of the choice of the proper person into a company from the beginning, makes the business more profitable, effective and productive. A sustainability must be kept within the entity, and for this the first human resource draft must be well set and done in a proper way.

Conclusion

By applying of the VCW to Esteiros do Sado, major lessons were learned at both the industry and the VCW levels.

First of all, the VCW can be applied only by an open-minded person, who has a full understanding of the method. The involvement of the KDM is essential for the application of the VCW. During the application of TIAGO the participation of the KDM was crucial in the five steps.

However, the VCW cannot be a solution to every single challenge, and this case demonstrates that. Moreover, the ideas and criteria should be provided from different sources to have more diversified solutions and filters.

Appendixes

Appendix I: Ideas collected

1. Interviews
2. HR consulting business
3. Use social media
4. Visit local universities
5. Post to every free job posting site
6. Get in contact with recruiting agencies
7. Advertise the position in local newspaper
8. Attend a career fair or virtual job fair
9. Get the recommendation from experts in the field
10. Look beyond your location when recruiting employees
11. Streamline your recruitment process
12. Be visible where your candidates are
13. Use Facebook to target passive candidates
14. Capture job applications from your website
15. Get the whole team involved in interviews when recruiting
16. Contact local chapters & organizations to find employees
17. Look on industry-specific job boards to find employees
18. Look out for talent everywhere to find new employees
19. Employ email as part of your recruiting strategy
20. Ensure your job posting is gender neutral when recruiting
21. Make sure your site is mobile-optimized to make it easy for applicants to apply
22. Do some good old-fashioned networking
23. Open your referral program to your entire network
24. Use analytics like ai & machine learning data to find recruits
25. Don't always require degreed professionals
26. Buck tradition & hire your friends
27. Hire a recruitment firm to do the recruiting for you
28. Target your competitor's employees as a recruiting source
29. Create an environment where people will want to work
30. Polish your touchpoints at every step of the recruiting process

Appendix II: Filters collected

- 1) Location: the source should be available in Setúbal.
- 2) 100% Portuguese source
- 3) Should be exclusive to the aquaculture sector
- 4) Proximity: the source should be within a certain radius from Setúbal.
- 5) Title: the source title should be well attended
- 6) Age: The should reach people between 25 and 45 years.
- 7) Source: the reliability of the source
- 8) Rating: well rated source
- 9) Cost: small budget
- 10) Reputation: the source

Appendix III: Selected Ideas and Filters, and ranking filters (From 1 to 5)

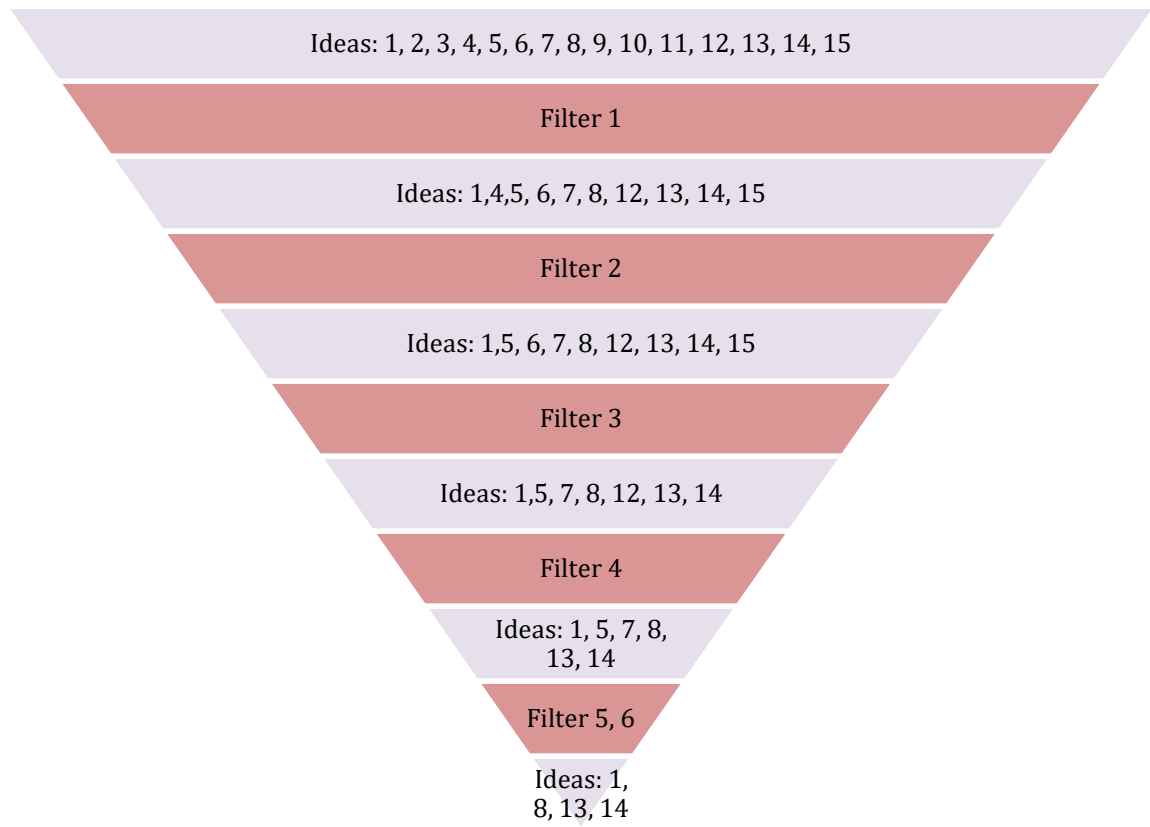
Selected Solutions:

1. Interviews
2. HR consulting business
3. Visit local universities
4. Post to every free job posting site
5. Get in contact with recruiting agencies
6. Advertise the position in local newspaper
7. Attend a career fair or virtual job fair
8. Get the recommendation from experts in the field
9. Look beyond your location when recruiting employees
10. Be visible where your candidates are
11. Look out for talent everywhere to find new employees
12. Contact local chapters & organizations to find employees
13. Visit the industry associations and organizations
14. Employ email as part of your recruiting strategy
15. Do some good old-fashioned networking

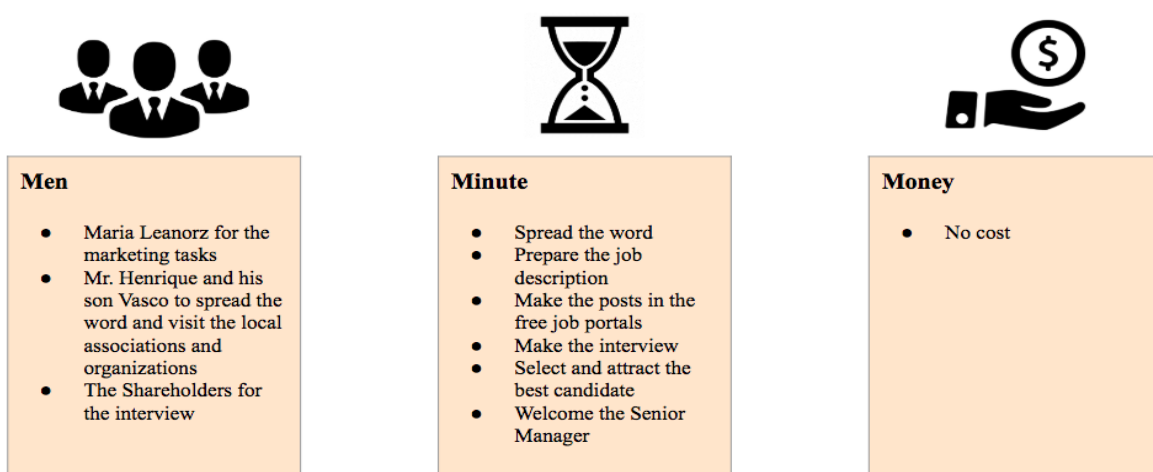
Selected Filters and ranking filters (From 1 to 5)

Selected Filters	Rank
- Location: the source should be available in Setúbal.	1
- Title: the source title should be reachable and well known by job seekers.	4
- Age: The should reach people between 25 and 45 years.	3
- Source: the reliability of the source.	2
- Cost: small budget.	5
- Reputation: Recommendation of the users	5

Appendix IV: Value Creation Funnel (VCF)



Appendix V: The 3M's Framework



Appendix VI: The timeline for the activities to implement

Activity \ Date	August, 2020	September, 2020	October, 2020	November, 2020	December, 2020	January, 2021
Prepare the job description						
Spread the work						
Make the posts						
Set-up the local visits						
Interview						
Select and attract the Senior Manager						
Welcome the senior manager						

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